The County of San Diego Department of Parks and Recreation

Cost Recovery, Resource Allocation, and Revenue Enhancement Plan

Implementation Strategy for
Plan Recommendations

October 2011

PARKS AND
RECREATION
COUNTY OF SAN DIEGO

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In February of 2010, the County of San Diego Board of Supervisors authorized the Department of Parks and Recreation to develop a Cost Recovery, Resource Allocation and Revenue Enhancement Plan (Plan). The purpose of the Plan is to promote organizational sustainability that supports the core values, vision, and mission of the Department and its community. The Plan, prepared by Greenplay, LLC, outlines over 100 goals and objectives that will be implemented over the next several years.

For implementation purposes, the Department has grouped the consultant recommendations into three categories:

Category 1 Strategies	Recommendations that can be implemented within the purview of the Chief Administration Officer's delegated authority
Category 2 Strategies	Recommendations that require policy changes or other approval by the Board of Supervisors before being implemented
Category 3 Strategies	Recommendations that require capital improvements and identification of future funding sources to complete the improvements

Category 1: Strategies We Can Implement Now

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 1 **Pyramid Methodology** **and** **Service Assessment Tool**	1.A - Use the Pyramid Methodology as the Basis for Budgeting and Cost Recovery (***Nov '11 – On-going***) 1.A.1 – Evaluate and adjust fees within current approved ranges and pursue additional alternate funding for Pyramid Levels (3 and 5) that do not currently meet cost recovery minimums ***(Jan '12 – Dec '13)*** 1.A.2 - Evaluate any proposed new services for potential to meet Target thresholds ***(Nov '11 – On-going)***	• Board of Supervisors to accept and reaffirm the plan. (2.A) ***(Oct '11)*** • Use zero-based budgeting to determine direct cost of services. (11.A) ***(On-going)*** • Use recommended pricing strategies and/or use of alternative funding sources meet cost recovery target goals. (15.A) ***(Nov '11 – On-going)*** • Evaluate peak/off-peak and seasonal demands and consider implementing pricing adjustments within the current adopted fee ranges. ***(Jan '12 – Jun '12)*** • Evaluate sites with views or added amenities and explore premium camping site fees within the current adopted fee ranges. (21.0) ***(Jan '12 – Jun '12)*** • Use recommended strategies to manage specific programs and services such as trips and tours, rentals for partners and youth tournaments. (15.D) ***(On-going)***

	1.B - Use the Service Assessment Tool to evaluate service delivery ***(Dec '11 – Jun '12)***
	
	1B.1 - Pursue program growth/divest strategies using recommendations from the Plan ***(Dec '11 – Jun '12)***
	
	1.B.2 - Continue to assess new and on-going services on an annual basis using the tool ***(Nov '11 – On-going)***
		• Complete the following service and program implementation strategies identified in the Service Portfolios:
		  o Evaluate opportunities for collaboration or third party service and partnerships. (8.A) ***(Dec '11 – Jun '12)***
		  o Divest of identified services that don't meet operational or community needs. (8.B) ***(Dec '11 – Jun '12)***
		  o Advance market position of identified services through increased marketing efforts. (9.A) ***(Dec '11 – Jun '12)***
		  o Affirm market position of identified services by conducting market research to determine specific community needs and niche markets. (9.B) ***(Dec '11 – Jun '12)***
		• Conduct a service assessment annually. (10.A) ***(Jan '12 – On-going)***

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 1 **Pyramid Methodology** **and** **Service Assessment Tool** **(continued)**	1.B - Use the Service Assessment Tool to evaluate service delivery *(Dec '11 – Jun '12)* (continued)	• Adopt a systematic approach for program implementation and management that includes monitoring registration, participation figures, customer feedback, and cost recovery goals on an ongoing and regular basis and making adjusting as necessary. (10.B) *(Jan '12 – Mar '12)* • Manage programs using the systematic approach. (10.C) *(Mar '12 – On-going)* • Evaluate new services identified through 2010 County-wide survey by using Service Assessments Tool. (22.B) *(Jul '12 – Jun '14)* • Explore the addition of concerts in the parks. (21.X) *(Mar '12 – Jun '12)* • Explore the addition of "Celebration Days" in parks. (For example: anniversary events to celebrate parks, historical sites, and community centers/sports complex). (21.Y) *(Mar '12 – Jun '12)* • Explore the potential of dog shows in the parks. (21.FF) *(Mar '12 – Jun '12)* • Explore the potential of expanding "Star Parties" beginning with Mt. Gower Open Space Preserve. (21.HH) *(Mar '12 – Jun '12)*

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 2 **Revenue Enhancement**	2.A - Pursue Additional Alternative Funding *(On-going)* 2.A.1 - Explore Grant Opportunities including those outlined in "Alternative Parks and Recreation Operations and Capital Development Funding Sources" appendix *(On-going)* 2.A.2 - Revitalize "Friends" groups and the County Parks Society to increase donation and fundraising efforts *(Jan '12 – Dec '12)* 2.A.3 - Research use of new park districts in areas that are in favor of them *(Jul '12 – Jul '13)* 2.A.4 - Create Sponsorship Plan and Partnership Policy *(Nov '11 – Sep '12)* 2.A.5 - Create a Scholarship Program using alternative funding sources *(Sep '12 – Mar '13)*	• Pursue ideas from the Alternative Parks and Recreation Operations and Capital Development Funding Sources section of the Plan. (16.A) *(Nov '11 – On-going)* • Identify potential opportunities to use or create Self-Sustaining Funds or Enterprise Funds, as appropriate (1.A) *(Jan '13)* • Expand alternative funding for new and existing capital projects. (16.C) *(On-going)* • Continue seeking alternative funding sources for programs and operations. (16.D) *(On-going)* • Pursue alternative funding for efficiency measures to reduce the costs of operations and maintenance. (16.B) *(On-going)* • Revamp the Park Society to be an active fund raising body or foundation. (17.A) *(Jan '12 – Dec '12)* • Engage "Friends" groups in fundraising efforts and/or create new groups to support programs and facilities. (17.B) *(Jan '12 – Dec '12)* • Identify potential areas for new CSA's or Landscape Maintenance District Zones based on those who answered in favor of exploring a self-imposed in the County-wide survey. (18.A) *(Jul '12 – Jul '13)* • Develop a comprehensive sponsorship policy that would include sponsorship of parks, facilities, trails, fields, special events, and/or programs. (4.A) *(Nov '11 - Jun '12)* • Formalize a partnership policy. (5.A) *(Mar '12 – Sep '12)* • Identify parks that have active community support and implement an Adopt-A-Park/Adopt-A-Trail program to assist in on-going maintenance efforts. (13.C) *(Dec' 11 – On-going)* • Continue collaborations and discussions with other jurisdictions. (24.A) *(On-going)*

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 2 **Revenue Enhancement** **(continued)**	2.A - Pursue Additional Alternative Funding ***(On-going)*** (continued)	• Continue collaborations and discussions with other agencies. (24.B) ***(On-going)*** • Continue collaborations and discussions with the school systems. (24.C) ***(On-going)*** • Develop an accepted vendor list for community centers rentals and events (e.g. party planners, florists, tables, chairs, decorations, etc.) (21.Z) ***(Jul '12 – Dec '12)*** • Ensure that programs are accessible for those who are socio-economically disadvantaged. (7.A) ***(Mar '13 – On-going)*** • Develop a scholarship policy. (7.B) ***(Sep '12 – Mar '13)*** • Explore and pursue potential alternative funding sources to fund the scholarship or fee education/waiver program (7.C) ***(Mar '13 – On-going)*** • Expand targeted marketing efforts to reach socio-economically disadvantaged populations. (7.D) ***(Mar '13 – On-going)***
	2.B - Update the Department Marketing Plan ***(Nov '11 – Sep '12)***	• Increase marketing and promotional opportunities by updating the marketing plan. (20.A) ***(Nov '11 – Nov '12)*** • Explore the use of new mobile technology that allows a park user to get additional onsite information on a native plant, historic or cultural amenity, etc. (20.D) ***(Dec '11 – Jun '12)*** • Increase marketing for rentals of wedding and reception venues. (20.E) ***(Jul '12 – On-going)*** • Increase marketing for rentals of business retreat and meeting venues. (20.F) ***(Jul '12 – On-going)*** • Increase marketing for parks as a tourist destination. (20.G) ***(Jul '12 – On-going)*** • Increase marketing for fitness and health opportunities. (20.H) ***(Jul '12 – On-going)*** • Expand the use of email blasts to promote upcoming opportunities for program registration and special events. (20.B) ***(On-going)*** • Expand the use of social media to reach new target populations and demographics. (20.C) ***(On-going)***

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 2 **Revenue Enhancement** **(continued)**	2.C - Explore new revenue-generating programs based on community input *(Jul '12 – Jun '14)*	• Identify the gaps in service which have the highest unmet need and importance to implement over the next several years using the 2010 County-wide survey. (22.A) *(Jul '12 – Jun '14)* • Continue to provide ongoing opportunities for community input through a variety of outreach efforts. (23.A) *(On-going)* • Keep the community input process current and reflective of changing demographics, interests, and economic conditions on an ongoing basis. (23.B) *(On-going)*

Strategy 3
 	
Cost Avoidance
	3.A - Continue "green" practices
	
	    3.A.1 - Create internal procedure to document and evaluate "green" practices that can be replicated throughout system *(Jan '12 – Apr '12)*
	
	    3.A.2 - Research alternate funding sources to fund "green" practices *(On-going)*
		• Review internal management practices and evaluate cost savings measures. (12.A) *(On-going)*
		
		• Research sponsorships and donations, or alternative ways to supplement the purchase of environmentally friendly supplies such as doggie bags. (12.C) *(Dec '11 – Jun '12)*

	3.B - Continue to track and address maintenance costs through the Park Improvement Plan (PIP) to avoid deferred maintenance *(On-going)*	• Maintain a current rolling five-year capital repair and replacement of physical assets list, through the annually produced Park Improvement Plan (PIP). (13.A) *(On-going)*
	3.C - Continue/expand the use of volunteers *(On-going)*	• Continue to track the use of volunteers that supplement service functions and include the value of this as an alternative funding source. (14.A) *(On-going)*
	3.D - Continue to identify the cost of emergency services and pursue reimbursement where appropriate or possible *(On-going)*	• Continue to identify the cost of emergency services (e.g., providing shelter in an emergency, fire, flooding, earthquakes, and major storms, etc.) and pursue reimbursement where appropriate or possible as events occur. (11.B) *(On-going)*

Category 2: Strategies That Require Policy Changes

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 4 **Fee Adjustments for New or Expanded Service**	4 - Identify and evaluate possible fee adjustments that go beyond existing authority and return to the Board for approval	• Adjust fees, explore partnerships, and/or use alternative funding sources to meet cost recovery target goals through recommended pricing strategies. (15.A) • Consider adjusting fees at premier wedding venues, to be more in line with other providers. (15.E) • Explore current concession lease agreements and include revenue sharing to offset future repair and replacement needs. (21.R) • Explore the revenue potential of implementing a special use fee for Hilton Head splash parks. (21.GG) • Develop behind-the-scenes tours of historic and cultural sites. (21.A) • Test personal tours by park rangers and naturalists. (21.B) • Explore a "San Diego County treasure hunt" program. (21.C) • Explore the creation of a "Recreation/Adventure Pass." (21.D) • Identify local parks that have pavilions or gazebos but are currently not able to be reserved and create a plan to rent them. (21.G) • Increase Agua Caliente's spa revenue by instituting a spa fee or set prices higher to include use of these amenities. (21.I) • Increase revenue by offering specialize service to the public like concierge service/special events service. (21.L) • Explore the cost/benefit of stores or concession space at camping/day use parks. (21.Q) • Explore and develop a "stay and play" package for vacationers. (21.U)

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Strategy 4 **Fee Adjustments for New or Expanded Service** **(continued)**	4 - Identify and evaluate possible fee adjustments that go beyond existing authority and return to the Board for approval (continued)	• Explore the creation of a full cost recovery "hire-a-ranger guide" program to meet the needs of school groups and other organizations. (21.AA) • Explore additional ways to collect damage costs from rentals to include cabins, boats and pavilions. (13.B) • Explore the potential for monetary fines from ordinance violations. (21.M) • Explore the elimination of discounts for special age groups. Consider discounting rates for low use times consistent for all users. (21.BB) • Review cost benefits of eliminating annual passes or increasing fees to allow more recovery for services (parking and fishing). (21.CC)
Strategy 5 **Naming Rights**	5 - Create a procedure for evaluating and accepting revenue through the use of naming rights within the Sponsorship Plan	• Develop a list of potential park and facility sites and amenities to consider for naming rights and costs. (19.A)
Strategy 6 **Align Leases and Other Agreements**	6.A. - Evaluate and adjust current leases and other agreements to align with the Cost Recovery Pyramid thresholds 6.B - Align new agreements with target Cost Recovery Pyramid thresholds	• Review all ongoing rentals, Memorandums of Understanding (MOUs), and long-term lease agreements to increase cost recovery in relation to direct costs for service. (15.B) • Review all independent contract agreements to match the category of service level on the pyramid.(15.C) • Use recommended strategies to manage specific services such as long term leases and camping. (15.D) • Establish policy for new community gardens sites. (21.S) • Explore additional sites for Farmers' Markets. (21.T)

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 7 **Park Designations**	7.A - Investigate regional parks or areas within regional parks that can be re-designated as local to accommodate local park needs	• Consider revising regional versus local park designations, or re-designations of selected areas within regional parks to be classified as local parks. (6.A)
	7.B – Investigate local parks that could accommodate camping or day use fees	• Explore additional revenue opportunities for camping or day use fees. (21.N) • Explore long-term camping. (6.B)

Category 3: Strategies That Require Capital Improvements

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 8 **Increase Efficiency**	8.A - Continue to invest in water efficiency improvements	• Continue investing in water and energy efficient enhancements based on positive return on investment (ROI). (12.D) • Continue investing in solar trash compaction. (12.B)
	8.B - Continue to invest in energy efficiency improvements	
	8.C - Investigate methods for reducing landfill waste	• Explore expansion of composting. (12.E) • Explore the cost/benefit of installing dog waste disposal systems. (12.F)
Strategy 9 **Enhance Existing Facilities**	9 - Survey campers and explore improvements at campgrounds that would enhance user experience	• Explore the installation of Wi-Fi infrastructure in campgrounds. (21.DD) • Explore additional revenue opportunities for camping. (21.N)

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 10 **New Experiences and Facilities**	10.A - Research new special use amenities such as: • Observatories • Zip Line • Alpine Slide • Movies and Concerts Stage/Screen • New Pavilion or Group Rental Areas • Dog Parks • Frisbee/Disc Golf • Skatepark • Amphitheater • Other amenities based on community input	• Explore the cost/benefit of installing additional gazebos or pavilions in parks. (21.H) • Explore purchasing and using a mobile stage for movies and concerts. (21.V) • Explore the installation of small scale observatories in parks for use in collaborations with local astronomy groups, schools, community colleges, and universities. (21.EE) • Explore the feasibility of installing a zipline in parks, contracted with an operator. (25.A) • Explore the feasibility of installing an Alpine Slide in parks, contracted with an operator. (25.B) • Investigate paddle and pedal boat rentals at Lindo Lake. (25.C) • Explore the potential of skate parks. (25.G) • Explore the potential of dog parks. (25.I) • Explore the potential for additional permanent amphitheaters. (25.D) • Explore the potential of miniature golf courses. (25.F) • Explore the potential of Frisbee or disc golf courses. (25.H) • Identify the gaps in service which have the highest unmet need and importance to implement over the next several years using the results and analysis provided by the 2010 County-wide survey. (22.A) • Explore the cost/benefit of building stores or leasing concession space at camping/day use parks. (21.Q) • Explore the potential of RV and boat storage. (25.E)
	10.B - Research new marketing technology	• Explore using marquees/digital signage at community centers, teen, and sports centers to promote activities. (21.W)

Strategy	Implementation Measure	GreenPlay Recommendation (Objective Number)
Strategy 11 **Cost Capture**	11 - Explore the use of improvements to increase ability to capture costs related to providing services	• Increase revenue from the use of dump stations at campgrounds. (21.E) • Increase revenue and promote water conservation through the installation of coin operated showers at all campgrounds. (21.F) • Explore expanded the use of fee collection stations (Iron Rangers) in campgrounds and preserves. (21.J) • Explore automated payment technology. (21.K) • Explore the use of utility meters for campground hook up sites. (21.P)